SASKATCHEWAN HUMAN RIGHTS COMMISSION

EXPANDING

SASKATCHEWAN'S WORKFORCE

equity partner

EMPLOYMENT EQUITY REPORT 2007

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Eq·ui·ty (ĕk'wĭ-tē) n., pl. -ties. 1. The state, quality, or ideal of being just, impartial, and fair. 2. Something that is just, impartial, and fair. 3. *aw.* **a.** justice applied in circumstances covered by law yet influenced by principles of ethics and fairness. **b.** A system of jurisprudence supplementing and serving to modify the rigour of common law. **c.** An equitable right or claim. **d.** Equity of redemption. 4. *Accounting.* The net value of property or assets after subtracting any mortgage thereon or liabilities therein. [ME *equite* <OFr. < Lat. *Aequitās*< *aequus,* even, fair.]

– Nelson Canadian Dictionary

The objects of this Act are:
(a) to promote recognition of the inherent dignity and the equal inalienable rights of all members of the human family; and
(b) to further public policy in Saskatchewan that every person is free and equal in dignity and rights and to discourage and eliminate discrimination.

– Section 3, The Saskatchewan Human Rights Code

The Saskatchewan Human Rights Commission would like to thank the Crown Investments Corporation for its generous support in making the assistance of Doug Elliott of Sask Trends Monitor available to the Commission in the task of identifying appropriate, long-term goals for a representative workforce in Saskatchewan.

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EXPANDING SASKATCHEWAN'S WORKFORCE
Employment Equity Report 2007

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PREFACE

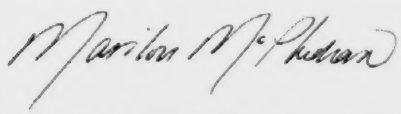
I am pleased to present the Saskatchewan Human Rights Commission's 2007 *Employment Equity Report*. We have called this report *Expanding Saskatchewan's Workforce* because the potential contribution of equity groups to Saskatchewan's labour force and ongoing prosperity has never been more apparent. Saskatchewan's employers need workers, and equity group members need jobs. Employment equity plans are a very effective method of addressing both needs.

Many Aboriginal people, women, persons with disabilities and members of visible minorities are either unemployed or underemployed. They can contribute a great deal to Saskatchewan's economy, particularly in a global market that values diversity. Equity plans contain a range of strategies for reaching out to these groups, drawing them into the workplace, removing barriers to their success, and benefiting from their knowledge and skills.

The good news in this report is that employment equity can be a powerful tool for change. This was demonstrated most clearly with regard to Aboriginal people. The overall representation of Aboriginal people in the equity workforce was 9.0% in 2006-2007, a figure which compares well with the representation of Aboriginal people in Saskatchewan workplaces without equity plans.

Nevertheless, all equity groups continue to face barriers to full and equitable employment. Persons with disabilities have actually lost ground since 2003, the year of our last report. New approaches are needed to address barriers blocking the progress of equity groups. To assist employers, the Commission has developed two new electronic information services, *Equity Notes* and the *Welcoming Workplace Information Network*. The Commission will also post the narrative reports of equity employers to its Web site in order to promote the sharing of useful resources and innovations. While the process of creating equality in the workplace may be a long one, equity plans can speed the journey.

I would like to congratulate our equity partners on their very real accomplishments during the past year, and to thank them for choosing to participate in the Human Rights Commission's employment equity program.



Marilou McPhedran
Chief Commissioner
Saskatchewan Human Rights Commission

GLOSSARY OF TERMS

diversity program a program which seeks to diversify the workforce through educational and other measures, but does not have SHRC approval to use preferential measures

employment equity program an SHRC program which enables equity employers to include preferential measures in their strategies for developing inclusive workplaces and a representative workforce

equity employer an employer with an employment equity plan approved under section 47 of *The Saskatchewan Human Rights Code*; also known as an **equity partner** or **equity sponsor**

equity partnership agreement the document which, when signed by an employer and the SHRC, gives the employer approval under section 47 of *The Saskatchewan Human Rights Code* to implement an equity plan

employment equity plan an individual organization's comprehensive plan, strategy or program for developing a representative workforce and inclusive work environment through preferential and other measures

equity program the broad equity program of the SHRC under which the SHRC approves **equity plans** of individual organizations and enters into **equity partnership agreements** with employers, educational institutions, and other organizations

equity workforce the combined workforces of all employers with approved employment equity plans; also known as the **sponsor workforce**

long-term goals the numerical goals which the SHRC identifies from time to time and which reflect the representation of equity groups in Saskatchewan's working age population, according to data from Statistics Canada

preferential measures special measures, such as targeted recruitment or training, which are directed towards specific groups in order to overcome the specific barriers or disadvantages they experience in the workplace

representative workforce one which mirrors the proportion of equity groups in Saskatchewan's working age population, at all levels and in all occupational classifications

working age population persons between the ages of 15 and 64. This category is currently the closest approximation of the working age population to be found in Statistics Canada reports.

EXPANDING SASKATCHEWAN'S WORKFORCE
Employment Equity Report 2007

1. INTRODUCTION

A Addressing Common Needs

This is a report on the 2006-2007 round of employment equity monitoring conducted by the Saskatchewan Human Rights Commission (SHRC) in accordance with its mandate under *The Saskatchewan Human Rights Code* (the *Code*). The reporting process occurred during a welcome period of provincial prosperity. However, the current economic boom has been shadowed by rising labour shortages. If Saskatchewan is to reap the full benefits of economic growth it must be successful at building a skilled, diverse workforce and drawing upon the abilities of all of its residents.

Fortunately, Saskatchewan has some important advantages in the competition for labour. One is the province's large, young and growing Aboriginal population, which represented 13.9 % of the provincial working age population in 2007 and will represent approximately 18.2 % by 2016.[1] This "second baby boom" can help offset the imminent wave of retirements in our aging workforce. Saskatchewan can also seek greater employment participation by women, immigrants, persons with disabilities, members of visible minorities, older workers and other groups.

Saskatchewan's unique approach to voluntary employment equity is another asset. This broad, proactive program of the SHRC draws marginalized or under-utilized groups into the workplace and benefits from their participation while fostering genuine equality of opportunity. Currently, the Commission's employment equity program involves 37 equity partners who together employ approximately 44,000 people.

The goal of employment equity is to create a fair, inclusive and productive workplace in which everyone can benefit, and to which everyone can contribute. It is a voluntary program that addresses common needs: employers need workers, and equity group members need to work. Equity plans can therefore improve both individual lives and the well-being of the province as a whole.

B Achieving Equity Goals

A variety of strategies are needed to create inclusive workplaces. They include both "qualitative" measures (those designed to improve the quality of work life and remove barriers to full participation) and "quantitative" measures (those focusing on recruitment). Qualitative measures can include staff training and education, career

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[1] Doug Elliott, *Sask Trends Monitor.*

pathing, mentorship programs, systems reviews, anti-discrimination policies, management accountability, union support, and community partnerships. Qualitative and quantitative measures are both crucial components of more effective and productive human resource development strategies. Put another way, recruitment is only one side of the employment equity coin; retention is equally important.

A representative workforce that mirrors the make-up of Saskatchewan's working age population at all levels and in all job classifications is one of the fundamental goals of employment equity. However, history has shown that individual complaints and gradual social change cannot achieve fair representation within a reasonable length of time.[2] Broad, proactive measures are needed to produce meaningful results. Approved equity plans enable employers to take deliberate steps such as preferential hiring or targeted training programs to remove the obstacles experienced by certain groups, if those barriers are related to prohibited grounds of discrimination. This does not mean employers should hire people who cannot do the job: that would be a self-defeating strategy and the misuse of an equity approval. But under an approved plan, employers may take factors such as ancestry into account when choosing among qualified applicants.

To date, the Commission has approved employment equity plans for women, Aboriginal people, persons with disabilities and visible minorities. These groups are known as the "equity groups." To a disproportionate degree, they experience high unemployment or are restricted to low-paying, low-level positions. In the workplace, members of these groups tend to face more discrimination than other employees.

Barriers to participation can include standard practices that unintentionally continue past patterns of exclusion. Inflexible working hours can be an obstacle for women with young children or persons with disabilities, for example, and "word of mouth" hiring tends to recruit people who are very similar to those already in workplace. Employment equity enables employers to address such barriers directly. For example, it enables employers to view Aboriginal ancestry as a positive factor when hiring, or to provide mentoring or support measures to women working in trades or technical professions. Without Commission approval, employment decisions related to ancestry, gender, disability or other prohibited grounds of discrimination would be violations of *The Saskatchewan Human Rights Code.*

Equity plans are effective methods of achieving the *Code's* underlying goals of equality, dignity and mutual respect. They should not be viewed as derogations from

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[2] Discrimination based on ancestry was prohibited in services, employment and accommodation by *The Saskatchewan Bill of Rights, 1947.* Saskatchewan's current, comprehensive human rights statute – *The Saskatchewan Human Rights Code* - was enacted in 1979.

or inconsistent with the *Code's* anti-discrimination protections. At the same time, it should be noted that there are limits on the right to use preferential measures. As the agency responsible for protecting the human rights of all Saskatchewan residents, the Human Rights Commission has chosen the representative workforce principle to establish parameters that it considers reasonable, proportional and fair.

Inherent in the concept of employment equity is that it is a time-limited program that will disappear once its goals have been achieved. Preferential measures may only be used until an employer reaches the long-term goals for a representative workforce. And, because a representative workforce is one that mirrors the working age population at all levels and in all occupational classifications, employers should apply the concept of a representative workforce on a job category by job category basis.

For example, the current long-term representative workforce goal for women is 47%. Women may represent 65% of an organization's employees overall, but still be underrepresented in certain occupations. If women represent only 19% of that organization's engineers and 25% of its managers, the employer may continue to use preferential measures to increase the representation of women in those job categories. If women already represent 95% of an organization's secretarial and clerical groups, they should not be hired into those classifications on a preferential basis. If preferential measures are used to boost the representation of women in the engineering classification, the employer should stop using such measures once women account for 47% of its engineers.

This is not to say that an employer must stop hiring equity group members into a particular job classification once representative levels in that classification have been reached; it must simply stop doing so on a preferential basis. In the example given above, the employer may continue to hire female engineers until they represent 60%, 90% or more of engineers, so long as the employer does not continue to take gender into account in its hiring decisions after the 47% level is reached.

C The Saskatchewan Approach

Many people are familiar with Saskatchewan's leadership in the general protection of human rights,[3] but few know that Saskatchewan has also been an innovator in the development of equity programs. Section 47 of *The Saskatchewan Human Rights Code,* which makes equity plans possible, became law in 1979. It predated section 15(2) of the *Canadian Charter of Rights and Freedoms,* which came into effect on April 17, 1985,[4] and the federal *Employment Equity Act and Regulations,* which came into force in 1996.

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[3] In 1947, Saskatchewan adopted the first general human rights statute in North America, *The Saskatchewan Bill of Rights Ac, 1947.*

[4] Section 15(2) states:"Subsection (1) does not preclude any law, program or activity that has as its object the amelioration of conditions of disadvantaged individuals or groups including those that are

The Saskatchewan model is different from its federal counterpart. First, the Saskatchewan program is voluntary. Employers adopt equity plans if they see benefits in them, and establish their own procedures, timetables and mid-term goals. The federal program is mandatory. It requires federally regulated employers to implement employment equity plans and to provide detailed reports to government. The Saskatchewan approach is permissive and flexible, grounded in just one section of *The Saskatchewan Human Rights Code* – section 47. In contrast, the federal Act and regulations contain detailed definitions, requirements and procedures.

Several years ago, the Human Rights Commission was challenged to reshape equity programs and make them more user-friendly and effective. In response, the Commission undertook a comprehensive review and consultation which led to the launch of a new equity program in 2007.[5] Under the new program, employers can obtain approval for equity plans within a matter of weeks simply by signing an Equity Partnership Agreement.[6] The new program emphasizes support and capacity building, and approval and reporting requirements have been reduced to a minimum. This change will create program efficiencies for both the SHRC and equity employers, while supporting the expansion and enhancement of equity plans.

The first resource to be developed under the new program was the Equity Seal, which is featured above and on the cover of this report. Employers can use this image in job advertisements and elsewhere to signify their support for equity ideals and their status as approved equity employers. In March 2008, the Commission launched *Equity Notes*, an electronic information service for equity partners. *Equity Notes* will be a vehicle for sharing information, celebrating successes and addressing common issues.

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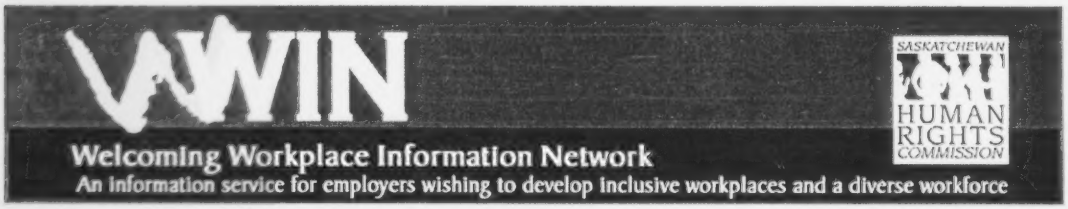
disadvantaged because of race, national or ethnic origin, colour, religion, sex, age or mental or physical disability."

[5] See *Working Together: A New Equity Program for Saskatchewan*, SHRC, January 2007. This publication can be downloaded from the SHRC *Web site* at www.shrc.gov.sk.ca.

[6] *Ibid.*

Because the Commission wishes to support the efforts of all employers seeking to promote diversity and inclusion, it simultaneously launched a second electronic resource called the *Welcoming Workplace Information Network (WWIN)*. The WWIN bulletin will contain information, notices and resources that can be used by all employers, whether or not they are equity partners. The two electronic outreach initiatives were recognized by the Minister of Justice in the legislature on April 2, 2008 as part of the Commission's concerted, proactive approach to human rights education for employers.[7] The Commission is also restructuring its Equity Web site (www.shrc.gov.sk.ca) to reflect the new program and accommodate future growth.


WWIN
SASKATCHEWAN
HUMAN RIGHTS COMMISSION
Welcoming Workplace Information Network
An information service for employers wishing to develop inclusive workplaces and a diverse workforce

2. EQUITY WORKS

A Positive Results

The 2006-2007 reports of equity employers contained many success stories. Narrative reports addressed the "how" of employment equity, highlighting innovations and positive practices. For example, equity partners described many strategies for increasing Aboriginal representation in the workforce including mentoring, support systems, career pathing, anti-racism workshops, dedicated human resource positions for hiring and retaining Aboriginal staff, reviews of policies and practices for cultural bias, and partnerships with Aboriginal businesses and communities.

With regard to persons with disabilities, some employers have used job carving [8] or task bundling [9] to produce employment opportunities for members of this equity group. Any employer could be required to explore job carving or task bundling in response to a request for accommodation, but equity employers have developed and used such strategies proactively to create new, productive positions for persons with disabilities.

[7] Saskatchewan Hansard, April 2, 2008, p. 541.

[8] Job carving is the practice of taking or "carving out" from a standard job description the particular functions an individual with a disability can perform successfully. In some circumstances, this may result in a part-time job or a position that is paid less than the original position.

[9] Task bundling is the practice of pulling together from different existing positions a collection or "bundle" of tasks that an individual with a disability can perform successfully.

The numerous activities and achievements of equity employers cannot be summarized in this brief report. They will be described in *Equity Notes* and other publications, where they can be explored at greater length. In addition, the reports of all employers with 50 or more employees will be posted in their entirety to the SHRC Equity site.

The statistical portions of employer reports revealed other successes. Appendix A provides composite tables showing the overall representation of equity groups in the equity workforce (the combined workforces of all employers with equity plans). These tables illustrate that employment equity can be a powerful tool for change where there is a will to use it. This was demonstrated most clearly with regard to Aboriginal employees.

In 2006-2007, the overall representation of Aboriginal employees in the equity workforce was 9.0%.[10] Some individual employers achieved much better results. The government of Saskatchewan, for example, reported Aboriginal representation of 11.2% in its 2006-2007 workforce and the Saskatoon Community Clinic reported Aboriginal representation of 22.7% (see Appendix A3).

These figures compare well with the 6.8% representation of Aboriginal people reported by Statistics Canada for employed, off-reserve persons in 2006, a figure that includes contract, casual and self-employed persons [11] (see Figure 1, below). The differential may be even greater than these numbers indicate, because the equity workforce does not include casual employees or self-employed persons. Moreover, the 6.8% figure includes employees covered by federal and provincial equity programs, and may therefore be higher than it otherwise would be.

Another external comparator can be found in the workforces of employers with Aboriginal Partnerships signed with the Aboriginal Employment Development Program (AEDP). In February 2008, 4.3% of the employees of reporting AEDP employer partners were Aboriginal (2, 524 out of 58,219).[12]

The AEDP program is another important initiative in Saskatchewan sharing some of the components of employment equity including workforce training and community partnerships, and some equity employers have added Aboriginal Partnerships to their strategies for creating inclusive workplaces. One important difference between equity plans and Aboriginal Partnerships is that the latter do not enable employers to use preferential measures; only equity plans allow for their use.

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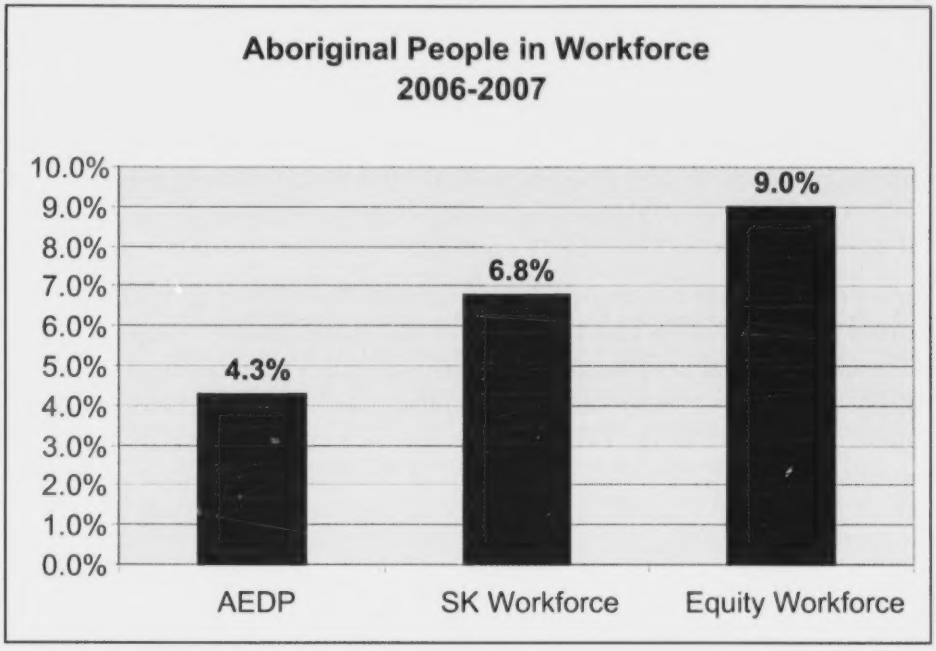
[10] This figure is based on the reports of 36 out of 37 employers. One report is still outstanding.
[11] Figure provided by Doug Elliott of Sask Trends Monitor, on the basis of monthly Labour Force Surveys for Saskatchewan from Statistics Canada in 2006.
[12] As indicated on the AEDP *Web site* in February 2008 at http://www.fnmr.gov.sk.ca/aedp/results. The figure is based on the reports of 30 out of 34 employer partners.

Figure 1 – Comparative Figures for Representation of Aboriginal Employees



Aboriginal people accounted for 13.9% of Saskatchewan's working age population in 2007, and there is still a long way to go before they achieve equitable representation in the workforce, at all levels. Nevertheless, equity plans clearly make a positive contribution to that process.

B Why Equity Works

Employment equity is a flexible program which can easily be combined with Aboriginal Partnerships, diversity programs [13] or other broad initiatives to increase diversity in the workplace. All of these programs are beneficial, and all of their contributions are needed to create the workforce of the future. Within this context of many players and stakeholders, why is employment equity successful and what unique contributions does it make to the creation of a representative workforce and inclusive work environments? Some reasons are listed below.

1. **Preferential measures lead to faster progress**, and the right to use them is a valuable resource in an employer's tool kit. This can only be provided by an equity partnership with the SHRC.

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[13] An employment equity plan is also a diversity plan, because one of its goals is to draw under-represented groups into the workforce. However, a diversity plan is not an employment equity plan (which can use preferential measures) unless it has received SHRC approval under section 47 of *The Saskatchewan Human Rights Code*.

2. Equity plans are also anti-discrimination plans. Because of its **front-line experience with discrimination complaints,** the SHRC can give employers effective advice on ways of promoting equality and preventing discrimination.
3. Equity practitioners – the individuals responsible for developing and implementing equity plans – often seek human rights training and educational resources. The SHRC can provide **educational support** on harassment, the duty to accommodate, discrimination prevention and other topics which are important to the success of equity, diversity and representative workforce programs.
4. Employment equity is a **comprehensive, well-developed program** that can address the needs of all equity groups or any combination of equity groups: women, Aboriginal people, persons with disabilities, members of racialized groups, and others who experience employment barriers because of a prohibited ground of discrimination. Within plans focused on one equity group, employment equity can address particular barriers experienced by sub-groups such as Aboriginal women and Aboriginal persons with disabilities.

3. Partnerships Work

A program dedicated to inclusion must, by its very nature, engage in partnerships to achieve the best possible results. No program can succeed if developed in isolation from other stakeholders. This is true at the initial creation of an equity plan, during its ongoing development, and in broad alliances.

Unions are important partners in employment equity, and often among its strongest supporters. Because employment equity can only work if it is accepted by an organization's employees, the Commission asks for documentation of union support when approving an equity plan. Employers usually work with unions to create an equity plan, and rely on a joint labour-management committee for the plan's ongoing implementation and development.

Community partnerships enrich equity plans as well. Community based organizations can provide employers with information and advice, and act as a source of job applicants. In their 2006-2007 reports, equity employers describe many kinds of community partnerships.

Equity employers also help and learn from each other. For this reason, equity partners have created informal practitioner networks. One of the Commission's objectives is to facilitate information sharing by supporting the growth of such networks. The Commission would also welcome the opportunity to collaborate with other broad programs to achieve common goals that are important to the province as whole.

4. PROGRESS OF THE EQUITY GROUPS, 2006-2007

Annual reports make it possible for equity employers to measure their progress against base-line data, identify achievements, assess the effectiveness of strategies, and note areas where more activity is needed. To help employers, the Human Rights Commission periodically identifies long-term goals for the employment of equity groups. Employers establish their own mid-term goals and timetables for change, based on the needs and nature of their own organization.

A Long-Term Goals and Reasonable Progress

The long-term goals identified by the SHRC are based on Statistics Canada data. For Aboriginal people, members of visible minorities and persons with disabilities, long-term goals reflect the proportion of equity groups in Saskatchewan's working age population. However, the long-term goal for women is established slightly differently because women's patterns of employment are more affected by childbearing and childrearing. The Commission therefore uses women's current participation rate in the Saskatchewan labour force as the long-term goal for the representation of women at all occupational levels.

Table 1 sets out the long-term representative workforce goals for 2007. Because visible minorities and Aboriginal people are unevenly represented across the province, the Commission has established regional goals for the workforce representation of these groups. Most visible minority members live in Saskatoon or Regina, and it would be inappropriate for employers in those cities to use the lower, provincial figure as the long-term goal for this group. Similarly, the representation of Aboriginal persons is much higher in the northern parts of the province and higher goals for their representation are appropriate in the north.

Table 1 - Long-Term Representative Workforce Goals for 2007

Equity Group	Goal
Aboriginal People	
Province of Saskatchewan	13.9%
Northern Region of Saskatchewan	81.0%
Prince Albert	25.0%
Members of Visible Minorities	
Province of Saskatchewan	3.1%
Regina	5.5%
Saskatoon	5.8%
Persons with Disabilities – Province of Saskatchewan	9.7%
Women – Province of Saskatchewan	47.0%

The Commission is sometimes asked why it does not identify lower goals for regions where the representation of Aboriginal people or visible minorities is lower than the provincial average. Since equity approvals are permissive rather than mandatory, SHRC approvals do not require employers to hire equity group members on a preferential basis; they allow them to do so, within the parameters of the SHRC's long-term goals. And because long-term goals represent opportunities to diversify, they are generally more beneficial if set at a higher level. It would be unreasonable to require northern employers to stop using preferential measures to recruit Aboriginal employees once they achieve 13.9%, a much lower figure than the working age representation of Aboriginal people in their region, or for employers in Saskatoon and Regina to limit their preferential recruitment of visible minorities to 3.1%. In regions with a lower than average representation of visible minorities or Aboriginal people, on the other hand, it would be reasonable for equity employers to use local representation levels as their short or mid-term goals.

At a time of growing mobility, changing demographics and rapid communication, Saskatchewan is also becoming a more inter-connected community. Regional differences may not be as significant tomorrow as they are today, and employers who are building the workforce of the future will find advantages in aiming for higher rather than lower goals.

The Commission recognizes that equity is a long-term project and that employers face a variety of challenges, but it encourages its partners to keep the long-term goals clearly in view while pursuing interim goals they consider achievable. A focus on long-term goals tends to make plans more ambitious, proactive and effective. Programs can move too slowly if mid-term goals are too low. In such situations, employers may always be "playing catch-up." Equity plans are also vulnerable to institutional resistance; old ways of doing things can initially seem easier than new approaches. Moreover, the long-term goals are moving targets which will increase with the growth of equity groups. As noted in the introduction to this report, Aboriginal people are expected to represent 18.2% of the working age population by the year 2016. If efforts to attract new immigrants are successful, the proportion of visible minorities will also grow.

B Interpreting the Statistical Reports

The purpose of Part 4 of this report is to analyze the statistical representation of the equity groups in the current equity workforce. Statistics are only one source of information about equity plans and statistical reports have limitations, particularly when diverse employers are grouped together. The challenges faced by employers can include geographical location, specific work requirements, and other factors. For small employers, the addition or loss of a few employees can make a major difference to statistical results. Nevertheless, statistics are a broad and helpful indicator of success.

In 2006-2007, the Commission asked employers to include two statistical tables in their annual reports: an overview of the representation of equity group members in each occupational classification; and a similar overview for management staff.[14] These tables formed the basis of the composite tables in Appendices A, B and C. We have added Appendices A1 and B1 in order to provide snapshots of the representation of the four equity groups in the equity workforce as a whole. Appendices C1 to C5 provide the same information for selected employer groups.

Because of its desire to keep reporting as simple as possible, the Commission does not ask equity employers to use a specific system of job classification such as the National Occupational Classification (the NOC codes) [15] in their reports. Employers may report on the basis of whatever job categories they use in their own organizations. For this reason, the tables in this report contain only total figures for the representation of equity groups in sponsor workforces. The appendices show overall trends, but do not indicate how well equity groups are represented in individual job categories. That information is contained in the individual sponsor reports which will be posted to the SHRC's Equity site.

C Women

It is sometimes said that women have achieved equality in the workplace and no longer need the assistance of equity programs. The 2006-2007 sponsor reports show that this is not the case.

Generally speaking, women do not have a problem entering the workforce. In 2006-2007, women represented 49.6% of the sponsor workforce, slightly more than the 47.0% long-term goal[16] (see Appendix A2). However, women continue to be concentrated in low-level, low-paying positions. They experience barriers when they attempt to enter highly-paid, decision-making, and non-traditional occupations.

In 2006-2007, women represented 37.5% of all managers in the equity workforce, an increase from 33.2% in 2002-2003. Like other equity groups, women are better represented in middle than in senior management. They made up 34.2% of senior managers and 37.9% of middle managers in 2006-2007 (see Appendix B2). As illustrated in Figure 2, the representation of women in management has more than doubled (from 17.3% to 37.5%) since the SHRC issued its first employment equity

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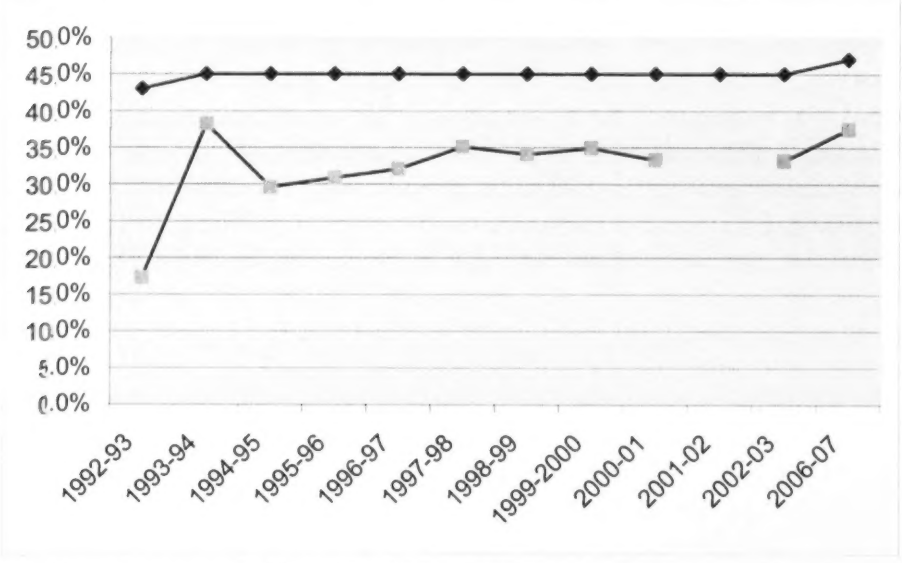
[14] Previously, the SHRC asked equity employers to provide 12 statistical tables reporting on hirings, promotions, turnover, and the representation of equity groups in part-time, full-time, temporary and permanent positions. Those tables helped employers analyze equity groups' patterns of employment and the barriers they faced. Templates for the additional tables may be obtained from the SHRC on request, if employers wish to track this additional data.

[15] The NOC Codes were developed by the federal government in collaboration with Statistics Canada.

[16] As noted earlier in this report, the long-term goal for women reflects their overall participation rate in Saskatchewan's labour force.

report in 1993. The participation of women in management rose sharply in the early 1990s, but quickly leveled off. Progress has been slow since that time, and Figure 2 illustrates the "glass ceiling" that women experience when they attempt to take on greater responsibilities. The representation of women in management has been within 3 percentage points of 35% for over 10 years, and it is unclear to say whether this year's 4.3% increase represents a long-term, upwards trend. In contrast to the general picture, women did achieve representative levels in senior management in the City of Prince Albert, Northlands College, P.A. Cooperative Health Centre, Parkland Regional College, SIAST, Saskatchewan Human Rights Commission, and Saskatchewan Teachers' Federation.

Figure 2 – Women in Management in Equity Workforce, 1993-2007



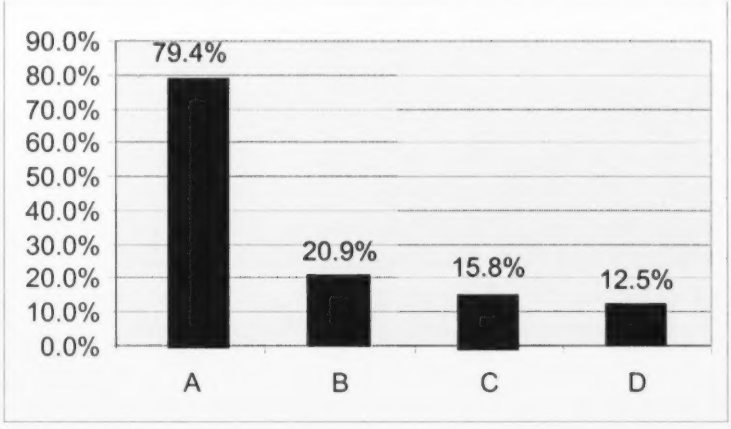
Note: Data is unavailable for 2001-2002, when monitoring was suspended in order to undertake the SHRC's review of equity programs.

The participation of women in non-traditional occupations is harder to analyze because it is harder to track. As noted above, the SHRC has attempted to ease reporting requirements by allowing employers to group employees into whatever job categories they find convenient. As a result, there is no uniformity with regard to the categories into which non-traditional occupations may be placed. In 1995, the SHRC adopted a solely mathematical definition of women as an equity group because it found inconsistencies in employers' reporting practices. From that time on, women were considered to be underrepresented in an occupational group if their representation in that group fell below the rate of their participation in the Saskatchewan labour force (47.0% in 2006-2007).

An unintended consequence of the SHRC's decisions has been to render invisible women's underrepresentation in non-traditional occupations within the equity workforce. Problems which are invisible cannot be resolved. This year, the Commission took a closer look at the reports of individual employers to see if any patterns could be identified. First, the Commission attempted to identify, in broad terms, the groups in which women clearly constituted the majority of employees or clearly fell below the 47.0% goal. The Commission considered women to be "overrepresented" in occupations where they represented 55% or more of employees, and underrepresented if they represented less than 40% of employees.

Though the titles varied from one employer to another, reports showed that women were **overrepresented** in such job categories as office, clerical, service, sales, administration, programming, professional services, support, special constables, classroom paraprofessionals, teachers and teaching consultants. Women were **underrepresented** in such job categories as crafts, trades, technical, apprentice, labourer, manager, operator, professional, emergency, operatives, maintenance, skilled sales and service, teaching faculty, and constables.

Figure 3 – Representation of Women in Selected Occupational Groups, 2006-2007



Group A Office, clerical, administrative, secretarial and support categories
Group B Crafts, trades and technology
Group C Labourers
Group D Operatives and maintenance

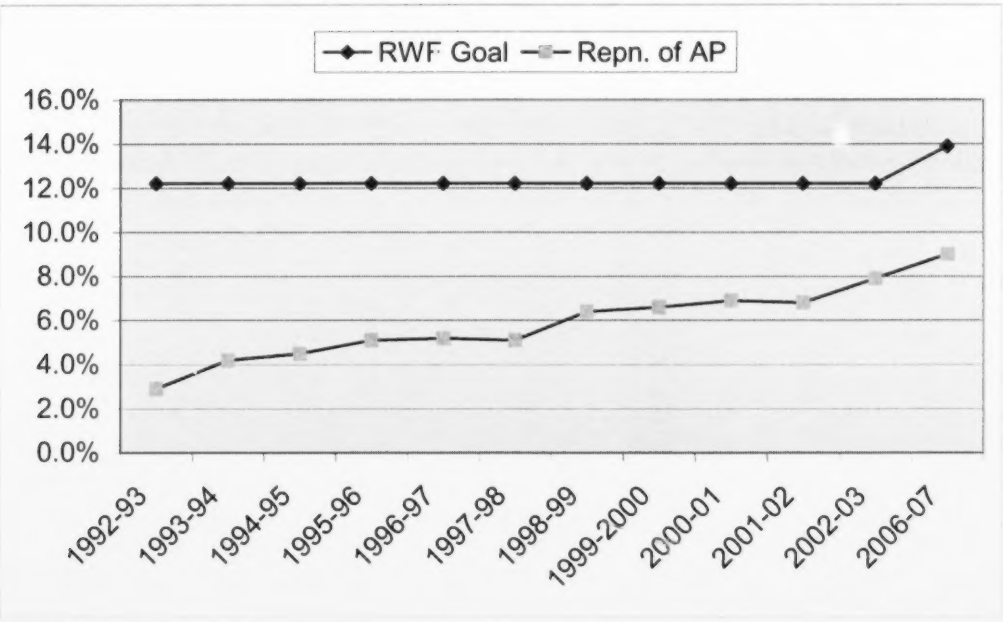
The Commission also calculated the representation of women in four broad groupings where they might be expected to be either over or underrepresented. Figure 3, above, shows women are still significantly underrepresented in certain jobs that have historically been performed by men. The SHRC will continue to explore the underrepresentation of women in non-traditional occupations, and invites

suggestions on realistic options for changing reporting practices in order to create a more accurate picture of women's representation and the challenges they face.

D Aboriginal People

Aboriginal people represented 9.0% of the equity workforce in 2006-2007, an increase from 7.8% in 2002-2003 (see Appendix A3). Since 1993, when the SHRC issued its first employment equity report, the representation of Aboriginal people in the equity workforce has more than tripled, growing from 2.9% to 9.0% (see Figure 4, below). During the same time period, equity employers narrowed the gap between the actual representation of Aboriginal people and the long-term goal. And, as noted on pages 6-7 of this report, the current 9.0% level is significantly higher than external, comparable figures.

Figure 4 - Aboriginal People in Equity Workforce, 1993-2007



In 2006-2007, the following employers achieved at least 80% of the long-term goal for the overall representation of Aboriginal employees in their workforces by reaching a representation of 11.1% or higher: Crown Investments Corporation, Government of Saskatchewan, John Howard Society, Northlands College, P.A. Co-operative Health Centre, Regina Women's Community Centre, Saskatoon Community Clinic, SaskEnergy, Saskatchewan Apprenticeship and Trades Certification Commission, Saskatchewan Gaming Corporation, Saskatchewan Legal Aid Commission, and STC.

Equity partners have had more success increasing the overall representation of Aboriginal employees in their workforces than in increasing the representation of Aboriginal employees in all occupational classifications. This is demonstrated most

clearly by Appendix B3, which shows that Aboriginal people occupy only 4.7% of management positions. Their representation in senior management, at 2.7%, is still lower. The "glass ceiling" experienced by women is even more pronounced for Aboriginal employees, whose representation in management positions is less than half of their overall representation in the equity workforce. Some notable exceptions in 2006-2007 were the Crown Investments Corporation, Northlands College, Parkland Regional College, Saskatoon Community Clinic, SaskTel, SGI, Saskatchewan Apprenticeship and Trades Certification Commission, Saskatchewan Gaming Corporation, and the Saskatchewan Human Rights Commission.

The representation of Aboriginal people in other occupational categories can be seen in the reports of individual employers, which will be posted to the Commission's Web site later this year.

E Persons with Disabilities

In 1997, the Commission identified the long-term goal for persons with disabilities as 9.7% on the basis of Statistics Canada data for persons with moderate to severe disabilities. Disappointingly, persons with disabilities represented only 3.6% of the equity workforce in 2006-2007, compared with the long-term goal of 9.7%. This was actually a slight decline from 3.7% in 2002-2003 (see Appendix A4).

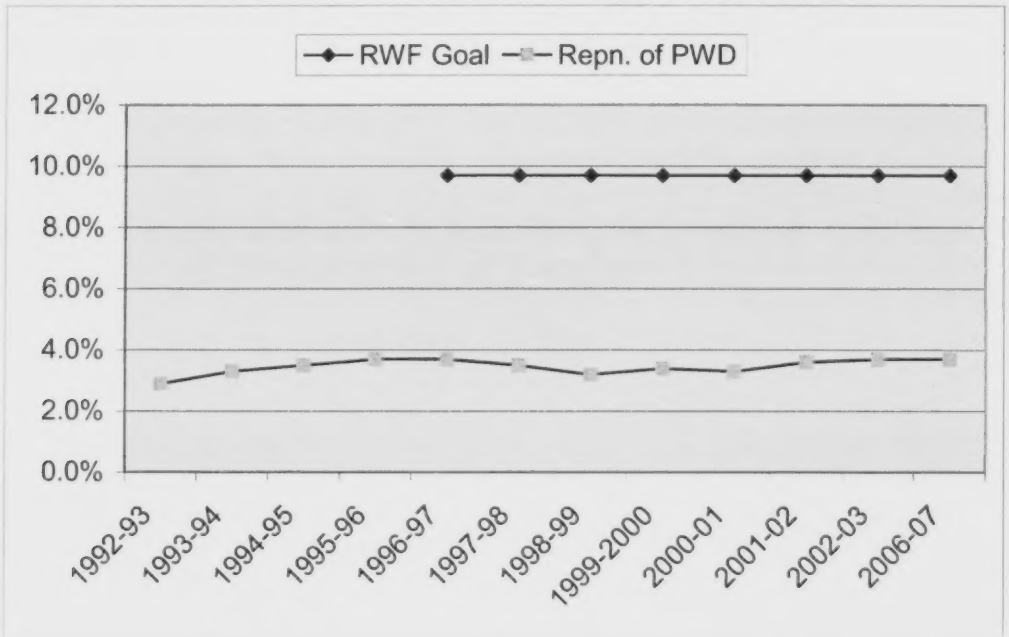
In 2006-2007, the Saskatchewan Human Rights Commission was the only employer to achieve the long-term goal for the overall representation of persons with disabilities. The following employers achieved a representation rate of at least two-thirds of the 9.7% long-term goal, by reaching a rate of 6.5% or higher in their overall workforces: Crown Investments Corporation, Northlands College, Saskatchewan Apprenticeship and Trades Certification Commission, Saskatchewan Legal Aid Commission, Saskatchewan Teachers' Federation, Saskatchewan Workers' Compensation Board, and STC.

The representation of persons with disabilities in management declined from 2.8% to 2.4% since the SHRC's last report (see Appendix B4). Notable exceptions, where the representation of persons with disabilities came close to or exceeded the long-term goal, were the City of Regina, Northlands College, Parklands Regional College and the Saskatchewan Workers' Compensation Board.

Why have persons with disabilities lost ground, while the other equity groups have made gains? Historically, persons with disabilities have been the most underrepresented equity group. In 1993, the representation of persons with disabilities in the equity workforce was the same as that of Aboriginal people, that is, 2.9%. The representation of Aboriginal people has more than tripled in the past 15

years but, as Figure 5 illustrates, the representation of persons with disabilities has increased less than one percentage point since that time.

Figure 5 – Persons with Disabilities in Equity Workforce, 1993-2007



(Note: The representative workforce goal for persons with disabilities is not shown for 1993 – 1996, because the SHRC provided employers with a choice of two goals during those years.)

Persons with disabilities face both attitudinal and structural barriers to participation in employment. They need accommodation in some situations, and encounter stereotypes or misconceptions in others. In the Commission's 2003-2004 review of its equity programs, several organizations representing persons with disabilities expressed the need for "equity within equity." The SHRC will continue to work toward reducing the barriers for people with disabilities in the workforce through public education, systemic advocacy and the complaint process, and by encouraging equity sponsors to direct focused efforts towards the needs of this group.

F Visible Minorities

(Note on Terminology: We have described this equity group as "visible minorities" throughout this report, but there is growing criticism of this term by individuals and community groups in Saskatchewan and by organizations such as the Canadian Race Relations Foundation and the United Nations Committee on the Elimination of Racial Discrimination. They suggest that the term "racialized groups" is more appropriate, accurate and respectful. The SHRC is currently consulting its stakeholders on whether it should follow this recommendation. With regard to equity programs, self-identification questionnaires and

other implementation tools, any change to current terminology would likely be phased in over a period of time to avoid confusion.)

In 2006-2007, visible minorities represented 3.5% of the total sponsor workforce (see Appendix A5). This figure is higher than the province-wide goal of 3.1% but lower than the Regina and Saskatoon goals of 5.5% and 5.8% respectively, where most visible minority members reside. A recent Statistics Canada report revealed growing income disparities between recent immigrants and Canadian born workers.

> "In 1980, recent immigrant men with some employment income earned 85 cents for each dollar received by Canadian-born men. By 2005, though, the ratio had dropped to 63 cents . . . Recent immigrant women saw earnings slide to just 56 cents from 85 cents. Earning disparities between recent immigrants and Canadian-born workers increased not only during the two previous decades, but also between 2000 and 2005."[17]

In 2006-2007, employers who either approximated or exceeded the relevant long-term goal (either provincial or Saskatoon/Regina) for the representation of visible minorities in their overall workforces included the Government of Saskatchewan, John Howard Society, Saskatoon Community Clinic, SaskTel, SGI, Saskatchewan Apprenticeship and Trades Certification Commission, Saskatchewan Communications Network, Saskatchewan Gaming Corporation, Saskatchewan Human Rights Commission, Saskatchewan Research Council, Saskatchewan Water Corporation, Saskatchewan Watershed Authority, and the University of Saskatchewan.

Visible minorities represented 3.0% of management employees in the sponsor workforce: 1.7 % of senior managers and 3.3% of middle managers (see Appendix B5). These figures indicate visible minorities are underrepresented in management as well. Employers who have approximated or exceeded the relevant long-term goal for the representation of visible minorities in management include Parkland Regional College, SaskTel, Saskatchewan Apprenticeship and Trades Certification Commission, Saskatchewan Communications Network, Saskatchewan Gaming Corporation, Saskatchewan Research Council and Saskatchewan Water Corporation

5. Going Forward

Many equity employers have made solid progress in their equity plans, and should be congratulated for their hard work and achievements. The most significant gain has been in the overall representation of Aboriginal people in the equity workforce. The representation of women in management has also increased. Innovative and focused efforts are needed to improve the representation of persons with disabilities.

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[17] "The rich, the poor, and the chasm between," *Globe & Mail*, May 1, 2008.

At one time, women were the only equity group to be fully represented in some occupational categories. This situation has changed. There are now times when employers must ask themselves whether it is still appropriate to use preferential measures when hiring equity group members into certain positions, because their representation has risen significantly. This is progress. As equity employers begin to close the gap between goals and performance with regard to their total workforces, the next challenge will be to ensure that this gap is reduced at all occupational levels.

Clearly, employment equity is a strategy that works. With its strong network of equity and community partners, the SHRC's equity program can help employers achieve success in building a representative workforce. Today, employment equity is a key tool for those who have traditionally experienced barriers to employment, for employers keen on taking full advantage of all of the knowledge and skill available to them in the labour force, and for the province as a whole in creating a culture of equality, inclusion and mutual respect. Equity in employment is the key to fostering these relationships and to facilitating ongoing positive success.

Appendix A1 - Representation of All Equity Groups in Equity Workforce, 2006-2007

	Women			Aboriginal People			Persons with Disabilities			Visible Minorities		
EMPLOYERS	**All**	**W**	**% W**	**All**	**AP**	**% AP**	**All**	**PWD**	**% PWD**	**All**	**VM**	**% VM**
City of Prince Albert	309	116	**37.5%**	309	25	**8.1%**	309	6	**1.9%**	309	1	**0.3%**
City of Regina	2175	616	**28.3%**	2175	153	**7.0%**	2175	111	**5.1%**	2175	37	**1.7%**
City of Saskatoon	2676	909	**34.0%**	2676	204	**7.6%**	2676	145	**5.4%**	2676	87	**3.3%**
Crown Investments Corporation	74	46	**62.2%**	74	9	**12.2%**	74	5	**6.8%**	74	2	**2.7%**
Government of Saskatchewan	13064	6908	**52.9%**	13064	1458	**11.2%**	13064	452	**3.5%**	13064	410	**3.1%**
Information Services Corporation of SK	243	163	**67.1%**	243	7	**2.9%**	243	9	**3.7%**	243	4	**1.6%**
John Howard Society	36	29	**80.6%**	36	6	**16.7%**	36	1	**2.8%**	36	4	**11.1%**
Law Society of Saskatchewan	25	21	**84.0%**	25	0	**0.0%**	25	0	**0.0%**	25	1	**4.0%**
Northlands College	181	114	**63.0%**	181	89	**49.2%**	181	13	**7.2%**	181	4	**2.2%**
Parkland Regional College	158	115	**72.8%**	158	10	**6.3%**	158	9	**5.7%**	158	2	**1.3%**
P.A. Co-operative Health Centre	93	81	**87.1%**	93	24	**25.8%**	93	4	**4.3%**	93	1	**1.1%**
Regina Police Service	525	226	**43.0%**	525	44	**8.4%**	525	22	**4.2%**	525	19	**3.6%**
Regina Public School Division	2119	1486	**70.1%**	2119	160	**7.6%**	2119	52	**2.5%**	2119	55	**2.6%**
Regina Women's Community Centre	6	6	**100.0%**	6	1	**16.7%**	6	0	**0.0%**	6	0	**0.0%**
Saskatoon Community Clinic	132	123	**93.2%**	132	30	**22.7%**	132	7	**5.3%**	132	8	**6.1%**
Saskatoon Police Service	460	123	**26.7%**	460	41	**8.9%**	460	5	**1.1%**	460	17	**3.7%**
SaskEnergy	1031	404	**39.2%**	1031	120	**11.6%**	1031	29	**2.8%**	1031	19	**1.8%**
SaskPower	2769	782	**28.2%**	2769	140	**5.1%**	2769	44	**1.6%**	2769	62	**2.2%**
SaskTel	4283	2031	**47.4%**	4283	371	**8.7%**	4283	255	**6.0%**	4283	206	**4.8%**
SGI	1711	992	**58.0%**	1711	168	**9.8%**	1711	108	**6.3%**	1711	63	**3.7%**
SIAST	1878	1110	**59.1%**	1878	93	**5.0%**	1878	50	**2.7%**	1878	45	**2.4%**
SK Apprenticeship & Trades Certification Commn.	61	37	**60.7%**	61	7	**11.5%**	61	4	**6.6%**	61	4	**6.6%**
SK Communications Network	34	15	**44.1%**	34	2	**5.9%**	34	0	**0.0%**	34	3	**8.8%**
SK Crop Insurance Corporation	427	165	**38.6%**	427	6	**1.4%**	427	6	**1.4%**	427	2	**0.5%**
SK Gaming Corporation	919	509	**55.4%**	919	422	**45.9%**	919	32	**3.5%**	919	94	**10.2%**
SK Human Rights Commission	31	26	**83.9%**	31	3	**9.7%**	31	6	**19.4%**	31	3	**9.7%**
SK Legal Aid Commission	157	110	**70.1%**	157	19	**12.1%**	157	12	**7.6%**	157	2	**1.3%**
SK Liquor and Gaming Authority	1022	632	**61.8%**	1022	53	**5.2%**	1022	28	**2.7%**	1022	28	**2.7%**
SK Opportunities Corporation	91	40	**44.0%**	91	6	**6.6%**	91	4	**4.4%**	91	2	**2.2%**
SK Research Council	311	161	**51.8%**	311	11	**3.5%**	311	6	**1.9%**	311	35	**11.3%**
SK Teachers' Federation	98	69	**70.4%**	98	6	**6.1%**	98	7	**7.1%**	98	4	**4.1%**
SK Water Corporation	96	35	**36.5%**	96	3	**3.1%**	96	2	**2.1%**	96	5	**5.2%**
SK Watershed Authority	230	84	**36.5%**	230	3	**1.3%**	230	1	**0.4%**	230	11	**4.8%**
SK Workers' Compensation Board	422	289	**68.5%**	422	8	**1.9%**	422	30	**7.1%**	422	11	**2.6%**
STC	244	61	**25.0%**	244	29	**11.9%**	244	20	**8.2%**	244	8	**3.3%**
University of Regina	NA	NA	**NA**	NA	NA	**NA**	NA	NA	**NA**	NA	NA	**NA**
University of Saskatchewan	4320	2394	**55.4%**	4320	70	**1.6%**	4320	62	**1.4%**	4320	236	**5.5%**
TOTAL	**42411**	**21028**	**49.6%**	**42411**	**3801**	**9.0%**	**42411**	**1547**	**3.6%**	**42411**	**1495**	**3.5%**

Appendix A2 - Women in Equity Workforce, 5-year Comparison

	All Employees					Women - Number					Women - Percent				
EMPLOYERS	**2000**	**2001**	**2002**	**2003**	**2007**	**2000**	**2001**	**2002**	**2003**	**2007**	**2000**	**2001**	**2002**	**2003**	**2007**
City of Prince Albert	402	394	340	302	**309**	178	176	127	96	**116**	44.3%	44.7%	37.4%	31.8%	**37.5%**
City of Regina	2373	2279	2264	2293	**2175**	723	679	662	656	**616**	30.5%	29.8%	29.2%	28.6%	**28.3%**
City of Saskatoon	2469	2470	2459	2399	**2676**	826	893	898	837	**909**	33.5%	36.2%	36.5%	34.9%	**34.0%**
Crown Investments Corporation	66	74	74	81	**74**	35	41	44	49	**46**	53.0%	55.4%	59.5%	60.5%	**62.2%**
Government of Saskatchewan	12916	13021	13386	10477	**13064**	6805	6895	6293	5211	**6908**	52.7%	53.0%	47.0%	49.7%	**52.9%**
Information Services Corporation of SK					**243**					**163**					**67.1%**
John Howard Society	36	N/A	N/A	25	**36**	25	N/A	N/A	17	**29**	69.4%	N/A	N/A	68.0%	**80.6%**
Law Society of Saskatchewan	20	22	22.7	22.7	**25**	16	15	15.2	18.2	**21**	80.0%	68.2%	67.0%	80.2%	**84.0%**
Northlands College	112	113	150	172	**181**	69	71	84	103	**114**	61.6%	62.8%	56.0%	59.9%	**63.0%**
Parkland Regional College			72	77	**158**			60	61	**115**			83.3%	79.2%	**72.8%**
P.A. Co-operative Health Centre	72	99	112	138	**93**	61	86	99	97	**81**	84.7%	86.9%	88.4%	70.3%	**87.1%**
Regina Police Service-Civilian	114	123	125	484	**525**	87	95	98	165	**226**	76.3%	77.2%	78.4%	34.1%	**43.0%**
Regina Police Service-Officers	324	328	317			47	52	55			14.5%	15.9%	17.4%		
Regina Public School Division	2036	2037	2070	2087	**2119**	1399	1395	1445	1460	**1486**	68.7%	68.5%	69.8%	70.0%	**70.1%**
Regina Women's Community Centre	8	7	6	6	**6**	8	7	6	6	**6**	100.0%	100.0%	100.0%	100.0%	**100.0%**
Saskatoon Community Clinic	127	128	133	132	**132**	114	114	119	122	**123**	89.8%	89.1%	89.5%	92.4%	**93.2%**
Saskatoon Police Service				386	**460**				80	**123**				20.7%	**26.7%**
SaskEnergy	1000	984	1014	993	**1031**	383	383	400	392	**404**	38.3%	38.9%	39.4%	39.5%	**39.2%**
SaskPower	2438	2452	2738	2736	**2769**	648	688	778	754	**782**	26.6%	28.1%	28.4%	27.6%	**28.2%**
SaskTel	4665	4246	4186	4315	**4283**	2318	2087	2039	2127	**2031**	49.7%	49.2%	48.7%	49.3%	**47.4%**
SGI	1624	1588	1594	1613	**1711**	892	876	884	899	**992**	54.9%	55.2%	55.5%	55.7%	**58.0%**
SIAST		1825	1927	1813	**1878**		980	1003	964	**1110**		53.7%	52.0%	53.2%	**59.1%**
SK Apprenticeship & Trades Certificatn Commin					**61**					**37**					**60.7%**
SK Communications Network	22	22	24	26	**34**	11	12	11	11	**15**	50.0%	54.5%	45.8%	42.3%	**44.1%**
SK Crop Insurance Corporation	516	484	506	479	**427**	201	133	207	196	**165**	39.0%	27.5%	40.9%	40.9%	**38.6%**
SK Gaming Corporation	584	607	N/A	752	**919**	307	317	N/A	400	**509**	52.6%	52.2%	N/A	53.2%	**55.4%**
SK Human Rights Commission	35	33	39	34	**31**	26	26	31	27	**26**	74.3%	78.8%	79.5%	79.4%	**83.9%**
SK Legal Aid Commission	136	141	136	143	**157**	94	98	96	99	**110**	69.1%	69.5%	70.6%	69.2%	**70.1%**
SK Liquor and Gaming Authority				1010	**1022**				574	**632**				N/A	**61.8%**
SK Opportunities Corporation	73	90	107	74	**91**	32	35	45	33	**40**	43.8%	38.9%	42.1%	44.6%	**44.0%**
SK Research Council	213	217	207	205	**311**	98	96	97	96	**161**	46.0%	44.2%	46.9%	46.8%	**51.8%**
SK Teachers' Federation	91	89	99	95	**98**	65	65	75	69	**69**	71.4%	73.0%	75.8%	72.6%	**70.4%**
SK Water Corporation	237	229	239	75	**96**	60	55	60	17	**35**	25.3%	24.0%	25.1%	22.7%	**36.5%**
SK Watershed Authority	20	26	25	179	**230**	12	15	14	53	**84**	60.0%	57.7%	56.0%	29.6%	**36.5%**
SK Workers' Compensation Board					**422**					**289**					**68.5%**
STIC	246	234	237	233	**244**	58	54	55	52	**61**	23.6%	23.1%	23.2%	22.3%	**25.0%**
University of Regina	1060	1089	1144	1187	**NA**	543	563	591	599	**NA**	51.2%	51.7%	51.7%	50.5%	**NA**
University of Saskatchewan	3910	4010	3892	3862	**4320**	1874	2005	1959	1958	**2394**	47.9%	50.0%	50.3%	50.7%	**55.4%**
TOTAL	**37945**	**39461**	**39645**	**38906**	**42411**	**18015**	**19007**	**19353**	**18298**	**21028**	**47.5%**	**48.2%**	**48.8%**	**47.0%**	**49.6%**

Appendix A3 - Aboriginal People in Equity Workforce, 5-year Comparison

	All Employees					AP - Number					AP - Percent				
EMPLOYERS	**2000**	**2001**	**2002**	**2003**	**2007**	**2000**	**2001**	**2002**	**2003**	**2007**	**2000**	**2001**	**2002**	**2003**	**2007**
City of Prince Albert	402	394	340	302	309	56	53	23	32	25	13.9%	13.5%	6.8%	10.6%	**8.1%**
City of Regina	2373	2279	2264	2293	2175	179	185	188	182	153	7.5%	8.1%	8.3%	7.9%	**7.0%**
City of Saskatoon	2469	2470	2470	2399	2676	152	172	200	206	204	6.2%	7.0%	8.1%	8.6%	**7.6%**
Crown Investments Corporation	66	74	74	81	74	2	4	4	4	9	3.0%	5.4%	5.4%	4.9%	**12.2%**
Government of Saskatchewan	12916	13021	13386	10477	13064	1116	1172	1308	1070	1458	8.6%	9.0%	9.8%	10.2%	**11.2%**
Information Services Corporation of SK					243					7					**2.9%**
John Howard Society	36	N/A	N/A	25	36	5	N/A	N/A	4	6	13.9%	N/A	N/A	16.0%	**16.7%**
Law Society of Saskatchewan	20	22	22.7	22.7	25	0	1	0.5	1	0	0.0%	4.5%	2.2%	4.4%	**0.0%**
Northlands College	112	113	150	172	181	31	44	65	82	89	27.7%	38.9%	43.3%	47.7%	**49.2%**
Parkland Regional College			72	77	158			1	3	10			1.4%	3.9%	**6.3%**
P.A. Co-operative Health Centre	72	99	112	138	93	16	17	21	27	24	22.2%	17.2%	18.8%	19.6%	**25.8%**
Regina Police Service-Civilian	114	123	125	484	525	2	4	4	33	44	1.8%	3.3%	3.2%	6.8%	**8.4%**
Regina Police Service-Officers	324	328	317			30	28	28			9.3%	8.5%	8.8%		
Regina Public School Division	2036	2037	2070	2087	2119	106	112	123	137	160	5.2%	5.5%	5.9%	6.6%	**7.6%**
Regina Women's Community Centre	8	7	6	6	6	2	2	2	2	1	25.0%	28.6%	33.3%	33.3%	**16.7%**
Saskatoon Community Clinic	127	128	133	132	132	13	10	12	13	30	10.2%	7.8%	9.0%	9.8%	**22.7%**
Saskatoon Police Service				386	460				27	41				7.0%	**8.9%**
SaskEnergy	1000	984	1014	993	1031	61	63	88	91	120	6.1%	6.4%	8.7%	9%	**11.6%**
SaskPower	2438	2452	2738	2736	2769	53	85	95	95	140	2.2%	3.5%	3.5%	3.5%	**5.1%**
SaskTel	4665	4246	4186	4315	4283	161	160	186	209	371	3.5%	3.8%	4.4%	4.8%	**8.7%**
SGI	1624	1588	1594	1613	1711	114	115	122	133	168	7.0%	7.2%	7.7%	8.2%	**9.8%**
SIAST		1825	1927	1813	1878		31	72	67	93		1.7%	3.7%	3.7%	**5.0%**
SK Apprenticeship & Trades Certification Commn.					61					7					**11.5%**
SK Communications Network	22	22	24	26	34	1	1	1	1	2	4.5%	4.5%	4.2%	3.8%	**5.9%**
SK Crop Insurance Corpn.	516	484	506	479	427	7	5	7	8	6	1.4%	1.0%	1.4%	1.7%	**1.4%**
SK Gaming Corporation	584	607	N/A	752	919	297	319	N/A	386	422	50.9%	52.6%	N/A	51.3%	**45.9%**
SK Human Rights Commission	35	33	39	34	31	5	3	6	4	3	14.3%	9.1%	15.4%	11.8%	**9.7%**
SK Legal Aid Commission	136	141	136	143	157	10	13	13	14	19	7.4%	9.2%	9.6%	9.8%	**12.1%**
SK Liquor and Gaming Authority				1010	1022				55	53				5.4%	**5.2%**
SK Opportunities Corporation	73	90	107	74	91	4	2	3	2	6	5.5%	2.2%	2.8%	2.7%	**6.6%**
SK Research Council	213	217	207	205	311	8	8	4	6	11	3.8%	3.7%	1.9%	2.9%	**3.5%**
SK Teachers' Federation	91	89	99	95	98	6	6	5	5	6	6.6%	6.7%	5.1%	5.3%	**6.1%**
SK Water Corporation	237	229	239	75	96	4	4	6	4	3	1.7%	1.7%	2.5%	5.3%	**3.1%**
SK Watershed Authority	20	26	25	179	230	0	0	0	2	3	0.0%	0.0%	0.0%	1.1%	**1.3%**
SK Workers' Compensation Board					422					8					**1.9%**
STC	246	234	237	233	244	14	16	17	21	29	5.7%	6.8%	7.2%	9.0%	**11.9%**
University of Regina	1060	1089	1144	1187	NA	26	32	33	37	NA	2.5%	2.9%	2.9%	3.1%	**NA**
University of Saskatchewan	3910	4010	3892	3862	4320	53	63	68	69	70	1.4%	1.6%	1.7%	1.8%	**1.6%**
TOTAL	**37945**	**39461**	**39655.7**	**38905.7**	**42411**	**2698**	**2948**	**2925.5**	**3032**	**3801**	**7.1%**	**7.5%**	**7.4%**	**7.8%**	**9.0%**

Appendix A4 - Persons with Disabilities in Equity Workforce, 5-year Comparison

	All Employees					PWDs - Number					PWDs - Percent				
EMPLOYERS	**2000**	**2001**	**2002**	**2003**	**2007**	**2000**	**2001**	**2002**	**2003**	**2007**	**2000**	**2001**	**2002**	**2003**	**2007**
City of Prince Albert	402	394	340	302	309	7	3	5	5	6	1.7%	0.8%	1.5%	1.7%	**1.9%**
City of Regina	2373	2279	2264	2293	2175	195	148	148	139	111	8.2%	6.5%	6.5%	6.1%	**5.1%**
City of Saskatoon	2469	2470	2470	2399	2676	56	158	143	150	145	2.3%	6.4%	5.8%	6.3%	**5.4%**
Crown Investments Corporation	66	74	74	81	74	4	5	5	4	5	6.1%	6.8%	6.8%	4.9%	**6.8%**
Government of Saskatchewan	12916	13021	13386	10477	13064	356	370	389	323	452	2.8%	2.8%	2.9%	3.1%	**3.5%**
Information Services Corporation of SK					243					9					**3.7%**
John Howard Society	36	N/A	N/A	25	36	2	N/A	N/A	0	1	5.6%	N/A	N/A	0.0%	**2.8%**
Law Society of Saskatchewan	20	22	22.7	22.7	25	2	0	0	0	0	10.0%	0.0%	0.0%	0.0%	**0.0%**
Northlands College	112	113	150	172	181	5	9	3	4	13	4.5%	8.0%	2.0%	2.3%	**7.2%**
Parkland Regional College			72	77	158			6	8	9			8.3%	10.4%	**5.7%**
P.A. Co-operative Health Centre	72	99	112	138	93	5	4	7	5	4	6.9%	4.0%	6.3%	3.6%	**4.3%**
Regina Police Service-Civilian	114	123	125	484	525	1	1	1	11	22	0.9%	0.8%	0.8%	2.3%	**4.2%**
Regina Police Service-Officers	324	328	317			7	7	8			2.2%	2.1%	2.5%		
Regina Public School Division	2036	2037	2070	2087	2119	45	44	43	44	52	2.2%	2.2%	2.1%	2.1%	**2.5%**
Regina Women's Community Centre	8	7	6	6	6	1	1	1	0	0	12.5%	14.3%	16.7%	0.0%	**0.0%**
Saskatoon Community Clinic	127	128	133	132	132	6	11	12	7	7	4.7%	8.6%	9.0%	5.3%	**5.3%**
Saskatoon Police Service				386	460				12	5				3.1%	**1.1%**
SaskEnergy	1000	984	1014	993	1031	24	22	38	37	29	2.4%	2.2%	3.7%	3.7%	**2.8%**
SaskPower	2438	2452	2738	2736	2769	34	30	38	37	44	1.4%	1.2%	1.4%	1.4%	**1.6%**
SaskTel	4665	4246	4186	4315	4283	230	203	220	215	255	4.9%	4.8%	5.3%	5.0%	**6.0%**
SGI	1624	1588	1594	1613	1711	145	149	142	121	108	8.9%	9.4%	8.9%	7.5%	**6.3%**
SIAST		1825	1927	1813	1878		22	61	62	50		1.2%	3.2%	3.4%	**2.7%**
SK Apprenticeship & Trades Certification Commn.					61					4					**6.6%**
SK Communications Network	22	22	24	26	34	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	**0.0%**
SK Crop Insurance Corpn.	516	484	506	479	427	5	7	6	7	6	1.0%	1.4%	1.2%	1.5%	**1.4%**
SK Gaming Corporation	584	607	N/A	752	919	16	18	N/A	39	32	2.7%	3.0%	N/A	5.2%	**3.5%**
SK Human Rights Commission	35	33	39	34	31	4	3	5	7	6	11.4%	9.1%	12.8%	20.6%	**19.4%**
SK Legal Aid Commission	136	141	136	143	157	10	10	9	10	12	7.4%	7.1%	6.6%	7.0%	**7.6%**
SK Liquor and Gaming Authority				1010	1022				34	28				3.4%	**2.7%**
SK Opportunities Corporation	73	90	107	74	91	2	2	2	2	4	2.7%	2.2%	1.9%	2.7%	**4.4%**
SK Research Council	213	217	207	205	311	1	4	3	3	6	0.5%	1.8%	1.4%	1.5%	**1.9%**
SK Teachers' Federation	91	89	99	95	98	4	5	6	6	7	4.4%	5.6%	6.1%	6.3%	**7.1%**
SK Water Corporation	237	229	239	75	96	5	2	1	1	2	2.1%	0.9%	0.4%	1.3%	**2.1%**
SK Watershed Authority	20	26	25	179	230	0	0	0	2	1	0.0%	0.0%	0.0%	1.1%	**2.3%**
SK Workers' Compensation Board					422					30					**7.1%**
STC	246	234	237	233	244	11	10	10	25	20	4.5%	4.3%	4.2%	10.7%	**8.2%**
University of Regina	1060	1089	1144	1187	NA	43	44	46	43	NA	4.1%	4.0%	4.0%	3.6%	**NA**
University of Saskatchewan	3910	4010	3892	3862	4320	59	66	65	67	62	1.5%	1.6%	1.7%	1.7%	**1.4%**
TOTAL	**37945**	**39461**	**39656**	**38906**	**42411**	**1285**	**1358**	**1423**	**1430**	**1547**	**3.4%**	**3.4%**	**3.6%**	**3.7%**	**3.6%**

Appendix A5 - Visible Minorities in Equity Workforce, 5-year Comparison

	All Employees					VMs - Number					VMs - Percent				
EMPLOYERS	**2000**	**2001**	**2002**	**2003**	**2007**	**2000**	**2001**	**2002**	**2003**	**2007**	**2000**	**2001**	**2002**	**2003**	**2007**
City of Prince Albert	402	394	340	302	**309**	2	8	4	3	1	0.5%	2.0%	1.2%	1.0%	**0.3%**
City of Regina	2373	2279	2264	2293	**2175**	14	33	34	36	**37**	0.6%	1.4%	1.5%	1.6%	**1.7%**
City of Saskatoon	2469	2470	2470	2399	**2676**	50	58	73	70	87	2.0%	2.3%	3.0%	2.9%	**3.3%**
Crown Investments Corporation	66	74	74	81	**74**	2	1	1	1	2	3.0%	1.4%	1.4%	1.2%	**2.7%**
Government of Saskatchewan	12916	13021	13386	10477	**13064**	355	363	372	246	410	2.7%	2.8%	2.8%	2.3%	**3.1%**
Information Services Corporation of SK					**243**					**4**					**1.6%**
John Howard Society	36	N/A	N/A	25	**36**	5	N/A	N/A	1	4	13.9%	N/A	N/A	4.0%	**11.1%**
Law Society of Saskatchewan	20	22	22.7	22.7	**25**	0	4	4	4	1	0.0%	18.2%	17.6%	17.6%	**4.0%**
Northlands College	112	113	150	172	**181**	4	4	1	1	4	3.6%	3.5%	0.7%	0.6%	**2.2%**
Parkland Regional College			72	77	**158**			1	2	2			1.4%	2.6%	**1.3%**
P.A. Co-operative Health Centre	72	99	112	138	**93**	1	1	0	1	1	1.4%	1.0%	0.0%	0.7%	**1.1%**
Regina Police Service-Civilian	114	123	125	484	**525**	3	3	2	13	19	2.6%	2.4%	1.6%	2.7%	**3.6%**
Regina Police Service-Officers	324	328	317			14	14	12			4.3%	4.3%			
Regina Public School Division	2036	2037	2070	2087	**2119**	35	44	44	45	**55**	1.7%	2.2%	2.1%	2.2%	**2.6%**
Regina Women's Community Centre	8	7	6	6	**6**	1	0	0	0	0	12.5%	0.0%	0.0%	0.0%	**0.0%**
Saskatoon Community Clinic	127	128	133	132	**132**	5	5	4	5	8	3.9%	3.9%	3.0%	3.8%	**6.1%**
Saskatoon Police Service				386	**460**				7	17				1.8%	**3.7%**
SaskEnergy	1000	984	1014	993	**1031**	13	12	15	16	19	1.3%	1.2%	1.5%	1.6%	**1.8%**
SaskPower	2438	2452	2738	2736	**2769**	21	32	32	34	62	0.9%	1.3%	1.2%	1.2%	**2.2%**
SaskTel	4665	4246	4186	4315	**4283**	104	92	112	132	206	2.2%	2.2%	2.7%	3.1%	**4.8%**
SGI	1624	1588	1594	1613	**1711**	41	40	38	49	**63**	2.5%	2.5%	2.4%	3.0%	**3.7%**
SIAST		1825	1927	1813	**1878**		20	40	42	45		1.1%	2.1%	2.3%	**2.4%**
SK Apprenticeship & Trades Certification Commn.					**61**					4					**6.6%**
SK Communications Network	22	22	24	26	**34**	2	2	1	1	**3**	9.1%	9.1%	4.2%	3.8%	**8.8%**
SK Crop Insurance Corpn.	516	484	506	479	**427**	5	2	2	2	2	1.0%	0.4%	0.4%	0.4%	**0.5%**
SK Gaming Corporation	584	607	N/A	752	**919**	29	40	N/A	53	94	5.0%	6.6%	N/A	7.1%	**10.2%**
SK Human Rights Commission	35	33	39	34	**31**	4	4	4	4	3	11.4%	12.1%	10.3%	11.8%	**9.7%**
SK Legal Aid Commission	136	141	136	143	**157**	3	3	3	2	2	2.2%	2.1%	2.2%	1.4%	**1.3%**
SK Liquor and Gaming Authority				1010	**1022**				22	28				2.2%	**2.7%**
SK Opportunities Corporation	73	90	107	74	**91**	2	5	4	1	**2**	2.7%	5.6%	3.7%	1.4%	**2.2%**
SK Research Council	213	217	207	205	**311**	24	25	23	20	35	11.3%	11.5%	11.1%	9.8%	**11.3%**
SK Teachers' Federation	91	89	99	95	**98**	1	1	2	2	4	1.1%	1.1%	2.0%	2.1%	**4.1%**
SK Water Corporation	237	229	239	75	**96**	5	5	7	1	5	2.1%	2.2%	2.9%	1.3%	**5.2%**
SK Watershed Authority	20	26	25	179	**230**	0	1	0	8	11	0.0%	3.8%	0.0%	4.5%	**4.8%**
SK Workers' Compensation Board					**422**					11					**2.6%**
STC	246	234	237	233	**244**	5	6	5	4	8	2.0%	2.6%	2.1%	1.7%	**3.3%**
University of Regina	1060	1089	1144	1187	**NA**	96	105	108	107	NA	9.1%	9.6%	9.4%	9.0%	**NA**
University of Saskatchewan	3910	4010	3892	3862	**4320**	278	295	293	299	236	7.1%	7.4%	7.5%	7.7%	**5.5%**
TOTAL	**37945**	**39461**	**39656**	**38906**	**42411**	**1124**	**1228**	**1241**	**1234**	**1495**	**3.0%**	**3.1%**	**3.1%**	**3.2%**	**3.5%**

Appendix B1 - Representation of All Equity Groups in Management, 2006-2007

EMPLOYERS	TOTAL MGRS	Women		AP		PWDs		VMs	
		Women	% W	AP	% AP	PWD	% PWD	VM	% VM
City of Prince Albert	24	8	33.3%	1	4.2%	0	0.0%	0	0.0%
City of Regina	87	28	32.2%	1	1.1%	9	10.3%	0	0.0%
City of Saskatoon	117	20	17.1%	1	0.9%	1	0.9%	3	2.6%
Crown Investments Corporation	57	31	54.4%	5	8.8%	3	5.3%	1	1.8%
Government of Saskatchewan	1042	367	35.2%	38	3.6%	21	2.0%	19	1.8%
Information Services Corporation of SK	43	22	51.2%	2	4.7%	2	4.7%	0	0.0%
John Howard Society	4	2	50.0%	0	0.0%	0	0.0%	0	0.0%
Law Society of Saskatchewan	3	2	66.7%	0	0.0%	0	0.0%	0	0.0%
Northlands College	9	4	44.4%	4	44.4%	1	11.1%	0	0.0%
P.A. Co-operative Health Centre	5	4	80.0%	0	0.0%	0	0.0%	0	0.0%
Parkland Regional College	11	7	63.6%	1	9.1%	1	9.1%	1	9.1%
Regina Police Service	17	14	82.4%	0	0.0%	0	0.0%	0	0.0%
Regina Public School Division	39	15	38.5%	0	0.0%	1	2.6%	2	5.1%
Regina Women's Community Centre	NA	NA	NA	NA	NA	N/A	NA	NA	NA
Saskatoon Community Clinic	13	9	69.2%	1	7.7%	0	0.0%	0	0.0%
Saskatoon Police Service	122	9	7.4%	6	4.9%	1	0.8%	0	0.0%
SaskEnergy	146	39	26.7%	5	3.4%	2	1.4%	4	2.7%
SaskPower	77	13	16.9%	3	3.9%	1	1.3%	0	0.0%
SaskTel	767	309	40.3%	46	6.0%	27	3.5%	37	4.8%
SGI	224	98	43.8%	18	8.0%	8	3.6%	3	1.3%
SIAST	55	30	54.5%	2	3.6%	0	0.0%	1	1.8%
SK Apprenticeship & Trade Certification Commn	9	6	66.7%	1	11.1%	0	0.0%	1	11.1%
SK Communications Network	14	7	50.0%	0	0.0%	0	0.0%	1	7.1%
SK Crop Insurance Corpn.	43	16	37.2%	2	4.7%	0	0.0%	0	0.0%
SK Gaming Corporation	95	41	43.2%	30	31.6%	1	1.1%	6	6.3%
SK Human Rights Commission	7	6	85.7%	1	14.3%	0	0.0%	0	0.0%
SK Legal Aid Commission	18	7	38.9%	0	0.0%	0	0.0%	0	0.0%
SK Liquor and Gaming Authority	181	82	45.3%	7	3.9%	3	1.7%	3	1.7%
SK Opportunities Corporation	28	11	39.3%	1	3.6%	1	3.6%	0	0.0%
SK Research Council	41	11	26.8%	1	2.4%	0	0.0%	5	12.2%
SK Teachers' Federation	21	13	61.9%	0	0.0%	1	4.8%	1	4.8%
SK Water Corporation	18	5	27.8%	0	0.0%	0	0.0%	1	5.6%
SK Watershed Authority	34	5	14.7%	0	0.0%	0	0.0%	1	2.9%
SK Workers' Compensation Board	54	16	29.6%	1	1.9%	8	14.8%	1	1.9%
STC	22	5	22.7%	0	0.0%	0	0.0%	0	0.0%
University of Regina	NA	NA	NA	NA	NA	NA	NA	NA	NA
University of Saskatchewan	467	204	43.7%	8	1.7%	2	0.4%	25	5.4%
TOTAL	**3914**	**1466**	**37.5%**	**184**	**4.7%**	**94**	**2.4%**	**116**	**3.0%**

Appendix B2 - Representation of Women in Management, 2006-2007

EMPLOYERS	ALL MANAGERS			SENIOR MANAGERS			MIDDLE MANAGERS		
	TOTAL	Women	% W	TOTAL	Women	% W	TOTAL	Women	% W
City of Prince Albert	24	8	33.3%	6	3	50.0%	18	5	27.8%
City of Regina	87	28	32.2%	7	2	28.6%	80	26	32.5%
City of Saskatoon	117	20	17.1%	8	3	37.5%	109	17	15.6%
Crown Investments Corporation	57	31	54.4%	5	0	0.0%	52	31	59.6%
Government of Saskatchewan	1042	367	35.2%	187	73	39.0%	855	294	34.4%
Information Services Corporation of SK	43	22	51.2%	5	1	20.0%	38	21	55.3%
John Howard Society	4	2	50.0%	1	0	0.0%	3	2	66.7%
Law Society of Saskatchewan	3	2	66.7%	2	1	50.0%	1	1	100.0%
Northlands College	9	4	44.4%	1	0	0.0%	8	4	50.0%
P.A. Co-operative Health Centre	5	4	80.0%	1	1	100.0%	4	3	75.0%
Parkland Regional College	11	7	63.6%	5	4	80.0%	6	3	50.0%
Regina Police Service	17	14	82.4%	1	0	0.0%	16	14	87.5%
Regina Public School Division	39	15	38.5%	5	2	40.0%	34	13	38.2%
Regina Women's Community Centre	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Saskatoon Community Clinic	13	9	69.2%	1	0	0.0%	12	9	75.0%
Saskatoon Police Service	122	9	7.4%	15	1	6.7%	107	8	7.5%
SaskEnergy	146	39	26.7%	9	1	11.1%	137	38	27.7%
SaskPower	77	13	16.9%	14	2	14.3%	63	11	17.5%
SaskTel	767	309	40.3%	9	2	22.2%	758	307	40.5%
SGI	224	98	43.8%	25	11	44.0%	199	87	43.7%
SIAST	55	30	54.5%	14	8	57.1%	41	22	53.7%
SK Apprenticeship & Trade Certification Commn	9	6	66.7%	3	1	33.3%	6	5	83.3%
SK Communications Network	14	7	50.0%	5	2	40.0%	9	5	55.6%
SK Crop Insurance Corpn.	43	16	37.2%	1	0	0.0%	42	16	38.1%
SK Gaming Corporation	95	41	43.2%	7	1	14.3%	88	40	45.5%
SK Human Rights Commission	7	6	85.7%	2	2	100.0%	5	4	80.0%
SK Legal Aid Commission	18	7	38.9%	1	0	0.0%	17	7	41.2%
SK Liquor and Gaming Authority	181	82	45.3%	6	2	33.3%	175	80	45.7%
SK Opportunities Corporation	28	11	39.3%	6	1	16.7%	22	10	45.5%
SK Research Council	41	11	26.8%	8	3	37.5%	33	8	24.2%
SK Teachers' Federation	21	13	61.9%	2	1	50.0%	19	12	63.2%
SK Water Corporation	18	5	27.8%	5	1	20.0%	13	4	30.8%
SK Watershed Authority	34	5	14.7%	4	1	25.0%	30	4	13.3%
SK Workers' Compensation Board	54	16	29.6%	7	3	42.9%	47	13	27.7%
STC	22	5	22.7%	3	0	0.0%	19	5	26.3%
University of Regina	NA	NA	NA	NA	NA	NA	NA	NA	NA
University of Saskatchewan	467	204	43.7%	60	18	30.0%	407	186	45.7%
TOTAL	3914	1466	37.5%	441	151	34.2%	3473	1315	37.9%

Appendix B3 - Representation of Aboriginal People in Management, 2006-2007

EMPLOYERS	ALL MANAGERS			SENIOR MANAGERS			MIDDLE MANAGERS		
	TOTAL	AP	% AP	TOTAL	AP	% AP	TOTAL	AP	% AP
City of Prince Albert	24	1	4.2%	6	0	0.0%	18	1	5.6%
City of Regina	87	1	1.1%	7	0	0.0%	80	1	1.3%
City of Saskatoon	117	1	0.9%	8	0	0.0%	109	1	0.9%
Crown Investments Corporation	57	5	8.8%	5	1	20.0%	52	5	9.6%
Government of Saskatchewan	1042	38	3.6%	187	6	3.2%	855	32	3.7%
Information Services Corporation of SK	43	2	4.7%	5	0	N/A	38	2	5.3%
John Howard Society	4	0	0.0%	1	0	0.0%	3	0	0.0%
Law Society of Saskatchewan	3	0	0.0%	2	0	0.0%	1	0	0.0%
Northlands College	9	4	44.4%	1	0	0.0%	8	4	50.0%
P.A. Co-operative Health Centre	5	0	0.0%	1	0	0.0%	4	0	0.0%
Parkland Regional College	11	1	9.1%	5	1	20.0%	6	0	0.0%
Regina Police Service	17	0	0.0%	1	0	0.0%	16	0	0.0%
Regina Public School Division	39	0	0.0%	5	0	0.0%	34	0	0.0%
Regina Women's Community Centre	NA								
Saskatoon Community Clinic	13	1	7.7%	1	0	0.0%	12	1	8.3%
Saskatoon Police Service	122	6	4.9%	15	0	0.0%	107	6	5.6%
SaskEnergy	146	5	3.4%	9	0	0.0%	137	5	3.6%
SaskPower	77	3	3.9%	14	0	0.0%	63	3	4.8%
SaskTel	767	46	6.0%	9	0	0.0%	758	46	6.1%
SGI	224	18	8.0%	25	1	4.0%	199	13	6.5%
SIAST	55	2	3.6%	14	1	7.1%	41	1	2.4%
SK Apprenticeship & Trade Certification Commn	9	1	11.1%	3	0	0.0%	6	1	16.7%
SK Communications Network	14	0	0.0%	5	0	0.0%	9	0	0.0%
SK Crop Insurance Corpn.	43	2	4.7%	1	0	0.0%	42	2	4.8%
SK Gaming Corporation	95	30	31.6%	7	1	14.3%	88	40	45.5%
SK Human Rights Commission	7	1	14.3%	2	0	0.0%	5	1	20.0%
SK Legal Aid Commission	18	0	0.0%	1	0	0.0%	17	0	0.0%
SK Liquor and Gaming Authority	181	7	3.9%	6	0	0.0%	175	7	4.0%
SK Opportunities Corporation	28	1	3.6%	6	0	0.0%	22	1	4.5%
SK Research Council	41	1	2.4%	8	1	12.5%	33	0	0.0%
SK Teachers' Federation	21	0	0.0%	2	0	0.0%	19	0	0.0%
SK Water Corporation	18	0	0.0%	5	0	0.0%	13	0	0.0%
SK Watershed Authority	34	0	0.0%	4	0	0.0%	30	0	0.0%
SK Workers' Compensation Board	54	1	1.9%	7	0	0.0%	47	1	2.1%
STC	22	0	0.0%	3	0	0.0%	19	0	0.0%
University of Regina	NA	NA	NA	NA	NA	NA	NA	NA	NA
University of Saskatchewan	467	8	1.7%	60	0	0.0%	407	8	2.0%
TOTAL	**3914**	**184**	**4.7%**	**441**	**12**	**2.7%**	**3473**	**182**	**5.2%**

Appendix B4 - Representation of Persons with Disabilities in Management

EMPLOYERS	ALL MANAGERS			SENIOR MANAGERS			MIDDLE MANAGERS		
	TOTAL	PWD	% PWD	TOTAL	PWD	% PWD	TOTAL	PWD	% PWD
City of Prince Albert	24	0	0.0%	6	0	0.0%	18	0	0.0%
City of Regina	87	9	10.3%	7	0	0.0%	80	9	11.3%
City of Saskatoon	117	1	0.9%	8	0	0.0%	109	1	0.9%
Crown Investments Corporation	57	3	5.3%	5	0	0.0%	52	3	5.8%
Government of Saskatchewan	1042	21	2.0%	187	3	1.6%	855	18	2.1%
Information Services Corporation of SK	43	2	4.7%	5	0	0.0%	38	2	5.3%
John Howard Society	4	0	0.0%	1	0	0.0%	3	0	0.0%
Law Society of Saskatchewan	3	0	0.0%	2	0	0.0%	1	0	0.0%
Northlands College	9	1	11.1%	1	0	0.0%	8	1	12.5%
P.A. Co-operative Health Centre	5	0	0.0%	1	0	0.0%	4	0	0.0%
Parkland Regional College	11	1	9.1%	5	1	20.0%	6	0	0.0%
Regina Police Service	17	0	0.0%	1	0	0.0%	16	0	0.0%
Regina Public School Division	39	1	2.6%	5	0	0.0%	34	1	2.9%
Regina Women's Community Centre	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Saskatoon Community Clinic	13	0	0.0%	1	0	0.0%	12	0	0.0%
Saskatoon Police Service	122	1	0.8%	15	0	0.0%	107	1	0.9%
SaskEnergy	146	2	1.4%	9	0	0.0%	137	2	1.5%
SaskPower	77	1	1.3%	14	1	7.1%	63	0	0.0%
SaskTel	767	27	3.5%	9	1	11.1%	758	26	3.4%
SGI	224	8	3.6%	25	1	4.0%	199	7	3.5%
SIAST	55	0	0.0%	14	0	0.0%	41	0	0.0%
SK Apprenticeship & Trade Certification Commn	9	0	0.0%	3	0	0.0%	6	0	0.0%
SK Communications Network	14	0	0.0%	5	0	9.0%	0	0	0.0%
SK Crop Insurance Corpn.	43	0	0.0%	1	0	0.0%	42	0	0.0%
SK Gaming Corporation	95	1	1.1%	7	0	0.0%	88	1	1.1%
SK Human Rights Commission	7	0	0.0%	2	0	0.0%	5	0	0.0%
SK Legal Aid Commission	18	0	0.0%	1	0	0.0%	17	0	0.0%
SK Liquor and Gaming Authority	181	3	1.7%	6	0	0.0%	175	3	1.7%
SK Opportunities Corporation	28	1	3.6%	6	0	0.0%	22	1	4.5%
SK Research Council	41	0	0.0%	8	0	0.0%	33	0	0.0%
SK Teachers' Federation	21	1	4.8%	2	0	0.0%	19	1	5.3%
SK Water Corporation	18	0	0.0%	5	0	0.0%	13	0	0.0%
SK Watershed Authority	34	0	0.0%	4	0	0.0%	30	0	0.0%
SK Workers' Compensation Board	54	8	14.8%	7	2	28.6%	47	6	12.8%
STC	22	0	0.0%	3	0	0.0%	19	0	0.0%
University of Regina	NA	NA	NA	NA	NA	NA	NA	NA	NA
University of Saskatchewan	467	2	0.4%	60	0	0.0%	407	2	0.5%
TOTAL	**3914**	**94**	**2.4%**	**441**	**9**	**2.0%**	**3464**	**85**	**2.5%**

Appendix B5 - Representation of Visible Minorities in Management, 2006-2007

Employers	ALL MANAGERS			SENIOR MANAGERS			MIDDLE MANAGERS		
	TOTAL	VM	% VM	TOTAL	VM	% VM	TOTAL	VM	% VM
City of Prince Albert	24	0	0.0%	6	0	0.0%	18	0	0.0%
City of Regina	87	0	0.0%	7	0	0.0%	80	0	0.0%
City of Saskatoon	117	3	2.6%	8	0	0.0%	109	3	2.8%
Crown Investments Corporation	57	1	1.8%	5	0	0.0%	52	1	1.9%
Government of Saskatchewan	1042	19	1.8%	187	2	1.1%	855	17	2.0%
Information Services Corporation of SK	43	0	0.0%	5	0	0.0%	38	0	0.0%
John Howard Society	4	0	0.0%	1	0	0.0%	3	0	0.0%
Law Society of Saskatchewan	3	0	0.0%	2	0	0.0%	1	0	0.0%
Northlands College	9	0	0.0%	1	0	0.0%	8	0	0.0%
P.A. Co-operative Health Centre	5	0	0.0%	1	0	0.0%	4	0	0.0%
Parkland Regional College	11	1	9.1%	5	0	0.0%	6	1	16.7%
Regina Police Service	17	0	0.0%	1	0	0.0%	16	0	0.0%
Regina Public School Division	39	2	5.1%	5	0	0.0%	34	2	5.9%
Regina Women's Community Centre	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Saskatoon Community Clinic	13	0	0.0%	1	0	0.0%	12	0	0.0%
Saskatoon Police Service	122	0	0.0%	15	0	0.0%	107	0	0.0%
SaskEnergy	146	4	2.7%	9	0	0.0%	137	4	2.9%
SaskPower	77	0	0.0%	14	0	0.0%	63	0	0.0%
SaskTel	767	37	4.8%	9	0	0.0%	758	37	4.9%
SGI	224	3	1.3%	25	0	0.0%	199	3	1.5%
SIAST	55	1	1.8%	14	0	0.0%	41	1	2.4%
SK Apprenticeship & Trade Certification Commn	9	1	11.1%	3	1	33.3%	6	0	0.0%
SK Communications Network	14	1	7.1%	5	0	0.0%	9	1	11.1%
SK Crop Insurance Corpn.	43	0	0.0%	1	0	0.0%	42	0	0.0%
SK Gaming Corporation	95	6	6.3%	7	0	0.0%	88	6	6.8%
SK Human Rights Commission	7	0	0.0%	2	0	0.0%	5	0	0.0%
SK Legal Aid Commission	18	0	0.0%	1	0	0.0%	17	0	0.0%
SK Liquor and Gaming Authority	181	3	1.7%	6	0	0.0%	175	3	1.7%
SK Opportunities Corporation	28	0	0.0%	6	0	0.0%	22	0	0.0%
SK Research Council	41	5	12.2%	8	2	25.0%	33	3	9.1%
SK Teachers' Federation	21	1	4.8%	2	0	0.0%	19	1	5.3%
SK Water Corporation	18	1	5.6%	5	0	0.0%	13	1	7.7%
SK Watershed Authority	34	1	2.9%	4	0	0.0%	30	1	3.3%
SK Workers' Compensation Board	54	1	1.9%	7	0	0.0%	47	1	2.1%
STC	22	0	0.0%	3	0	0.0%	19	0	0.0%
University of Regina	NA	NA	NA	NA	NA	NA	NA	NA	NA
University of Saskatchewan	467	25	5.4%	60	2	3.3%	407	23	5.7%
TOTAL	**3914**	**116**	**3.0%**	**420**	**7**	**1.7%**	**3266**	**109**	**3.3%**

Appendix C1 - Representation of Equity Groups in Provincial Government Workforces, 2006-2007

	Women			Aboriginal People			Persons with Disabilities			Visible Minorities		
Employers	**All**	**W**	**% W**	**All**	**AP**	**% AP**	**All**	**PWD**	**% PWD**	**All**	**VM**	**% VM**
Government of Saskatchewan	13064	6908	**52.9%**	13064	1458	**11.2%**	13064	452	**3.5%**	13064	410	**3.1%**
Crown Investments Corporation	74	46	**62.2%**	74	9	**12.2%**	74	5	**6.8%**	74	2	**2.7%**
Information Services Corporation of SK	243	163	**67.1%**	243	7	**2.9%**	243	9	**3.7%**	243	4	**1.6%**
SaskEnergy	1031	404	**39.2%**	1031	120	**11.6%**	1031	29	**2.8%**	1031	19	**1.8%**
SaskPower	2769	782	**28.2%**	2769	140	**5.1%**	2769	44	**1.6%**	2769	62	**2.2%**
SaskTel	4283	2031	**47.4%**	4283	371	**8.7%**	4283	255	**6.0%**	4283	206	**4.8%**
SGI	1711	992	**58.0%**	1711	168	**9.8%**	1711	108	**6.3%**	1711	63	**3.7%**
SK Apprenticeship & Trades Certification Commn.	61	37	**60.7%**	61	7	**11.5%**	61	4	**6.6%**	61	4	**6.6%**
SK Communications Network	34	15	**44.1%**	34	2	**5.9%**	34	0	**0.0%**	34	3	**8.8%**
SK Crop Insurance Corporation	427	165	**38.6%**	427	6	**1.4%**	427	6	**1.4%**	427	2	**0.5%**
SK Gaming Corporation	919	509	**55.4%**	919	422	**45.9%**	919	32	**3.5%**	919	94	**10.2%**
SK Human Rights Commission	31	26	**83.9%**	31	3	**9.7%**	31	6	**19.4%**	31	3	**9.7%**
SK Legal Aid Commission	157	110	**70.1%**	157	19	**12.1%**	157	12	**7.6%**	157	2	**1.3%**
SK Liquor and Gaming Authority	1022	632	**61.8%**	1022	53	**5.2%**	1022	28	**2.7%**	1022	28	**2.7%**
SK Opportunities Corporation	91	40	**44.0%**	91	6	**6.6%**	91	4	**4.4%**	91	2	**2.2%**
SK Research Council	311	161	**51.8%**	311	11	**3.5%**	311	6	**1.9%**	311	35	**11.3%**
SK Water Corporation	96	35	**36.5%**	96	3	**3.1%**	96	2	**2.1%**	96	5	**5.2%**
SK Watershed Authority	230	84	**36.5%**	230	3	**1.3%**	230	1	**0.4%**	230	11	**4.8%**
SK Workers' Compensation Board	422	289	**68.5%**	422	8	**1.9%**	422	30	**7.1%**	422	11	**2.6%**
STC	244	61	**25.0%**	244	29	**11.9%**	244	20	**8.2%**	244	8	**3.3%**
TOTAL	**14156**	**6582**	**46.5%**	**14156**	**1387**	**9.8%**	**14156**	**601**	**4.2%**	**14156**	**564**	**4.0%**

Appendix C2 - Representation of Equity Groups in Municipal Workforces

	Women			Aboriginal People			Persons with Disabilities			Visible Minorities		
Employers	All	W	% W	All	AP	% AP	All	PWD	% PWD	All	VM	% VM
City of Prince Albert	309	116	37.5%	309	25	8.1%	309	6	1.9%	309	1	0.3%
City of Regina	2175	616	28.3%	2175	153	7.0%	2175	111	5.1%	2175	37	1.7%
City of Saskatoon	2676	909	34.0%	2676	204	7.6%	2676	145	5.4%	2676	87	3.3%
TOTAL	5160	1641	31.8%	5160	382	7.4%	5160	262	5.1%	5160	125	2.4%

Appendix C3 - Representation of Equity Groups in Municipal Police Forces

	Women			Aboriginal People			Persons with Disabilities			Visible Minorities		
Employers	All	W	% W	All	AP	% AP	All	PWD	% PWD	All	VM	% VM
Regina Police Service	525	226	43.0%	525	44	8.4%	525	22	4.2%	525	19	3.6%
Saskatoon Police Service	460	123	26.7%	460	41	8.9%	460	5	1.1%	460	17	3.7%
TOTAL	985	349	35.4%	985	85	8.6%	985	27	2.7%	985	36	3.7%

Appendix C4 - Representation of Equity Groups in Health Organizations

	Women			Aboriginal People			Persons with Disabilities			Visible Minorities		
Employers	All	W	% W	All	AP	% AP	All	PWD	% PWD	All	VM	% VM
P.A. Co-operative Health Centre	93	81	87.1%	93	24	25.8%	93	4	4.3%	93	1	1.1%
Saskatoon Community Clinic	132	123	93.2%	132	30	22.7%	132	7	5.3%	132	8	6.1%
TOTAL	225	204	90.7%	225	54	24.0%	225	11	4.9%	225	9	4.0%

Appendix C5 - Representation of Equity Groups in Post-Secondary Institutions

	Women			Aboriginal People			Persons with Disabilities			Visible Minorities		
Employers	All	W	% W	All	AP	% AP	All	PWD	% PWD	All	VM	% VM
Northlands College	181	114	63.0%	181	89	49.2%	181	13	7.2%	181	4	2.2%
Parkland Regional College	158	115	72.8%	158	10	6.3%	158	9	5.7%	158	2	1.3%
SIAST	1878	1110	59.1%	1878	93	5.0%	1878	50	2.7%	1878	45	2.4%
University of Regina	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
University of Saskatchewan	4320	2394	55.4%	4320	70	1.6%	4320	62	1.4%	4320	236	5.5%
TOTAL	6537	3733	57.1%	6537	262	4.0%	6537	134	2.0%	6537	287	4.4%

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